NORTHWEST TERRITORIES HOUSING CORPORATION
2015-16 Business Plan

1. DEPARTMENTAL OVERVIEW

MISSION

The Northwest Territories Housing Corporation (NWTHC) works in partnership with residents, where appropriate and necessary, to ensure access to affordable, adequate and suitable housing.

GOALS

1. Ensure a sufficient supply of adequate, suitable and affordable housing to address the housing needs of NWT residents.
2. Promote personal responsibility and accountability for housing.
3. Provide homeownership and rental programs and services that are effective and appropriate.
4. Help address homelessness through supporting the infrastructure needs of emergency shelters and transitional housing.
5. Acquire housing in an effective and efficient manner for program delivery through appropriate designs, land planning and acquisition, and appropriate construction standards.
6. Enhance the long term sustainability of NWTHC housing assets through on-going maintenance and repairs and implementing energy efficiency technologies.

OPERATING ENVIRONMENT

Overall Housing Conditions

There are approximately 14,700 households in the Northwest Territories. About 77% of these households are in six market communities (Yellowknife, Inuvik, Hay River, Fort Smith, Fort Simpson and Norman Wells) and the remaining 23% of dwellings are spread across 27 smaller non-market communities. There are considerable differences in housing conditions and in other demographic, social and economic indicators between the market and non-market communities.

Most of the indicators below are from the 2011 Census and National Household Survey. Results for the 2014 NWT Community Survey should be available later this Fall and will provide detailed community level information on housing conditions.

Selected Indicators of Housing, by Market Type

	Market Communities	Non-Market Communities
Households	11,315	3,385
Housing Tenure		
Renters	47.9%	50.5%
NWTHC Public Housing	7.8%	38.2%
NWTHC Affordable Housing Rentals	0.7%	5.0%
Private Market Rental	39.4%	7.3%
Homeownership	52.1%	49.5%
Housing Problem		
Adequacy (Quality)	12.6%	32.8%
Suitability (Crowding)	7.7%	21.1%
Affordability (Cost)	15.2%	10.7%
Other Socio-Economic Indicators		
Population Change (Census 1996-2011)	5.9%	-1.0%
Average Household Income	$123,420	$68,524
Employment Rate (Pop. 15 & Over)	76%	42%

Key Priorities

The priorities of the NWT Housing Corporation during the 17th Legislative Assembly are largely driven by *Believing in People and Building on the Strengths of Northerners*, which outlined the vision, goals and priorities for this Assembly. Our activities are focused around the overall vision of strong individuals, families and communities sharing the benefits and responsibilities of a unified, environmentally sustainable and prosperous Northwest Territories.

More specifically for the NWTHC, the 17th Legislative Assembly identified the following key priority:

> Address housing needs by completing and implementing the Shelter Policy Review including fair and sustainable public housing rent scales, selling our public housing stock where this makes sense, and putting higher density housing units in small communities.

Based on the Shelter Policy Review the NWTHC developed *Building for the Future*. This strategic plan outlined eight priorities and key action areas that have been advanced during the 17th Legislative Assembly. These priorities and key actions are presented below.

Building for the Future – Priorities and Key Actions

1. Strengthening Public Housing
   - Develop and implement a new public housing rent scale.
   - Continue to address quality issues and modernize the public housing stock.

2. Improving Homeownership Supports
    - Strengthen homeownership support programs to increase the benefits of homeownership, particularly in non-market communities.
    - Expand availability and target repair programs to help homeowners address high rates of adequacy problems.

3. Increasing Housing Options in Non-Market Communities
    - Increase the availability of housing for rent in non-market and emerging communities

4. Improving Housing Services
    - Improve overall awareness, skills, and opportunities for residents to support their own shelter needs.
    - Ensure delivery of housing services are seamless and delivered effectively and efficiently.

5. Strengthening the Approach to Homelessness and Transition Housing
    - Ensure there is coherence and balance in the GNWT approach to homelessness and support for transition housing.

6. Addressing Housing Challenges for the Working Poor
    - Address affordability challenges for lower income households in market rentals.

7. Developing Infrastructure Solutions Based on Individual and Community Needs
    - Ensure an effective approach to infrastructure that supports the overall policy objectives related to shelter.

8. Addressing the Declining Federal Funding
    - Develop approaches that will provide for an adequate and stable level of funding for the delivery of the public housing program.

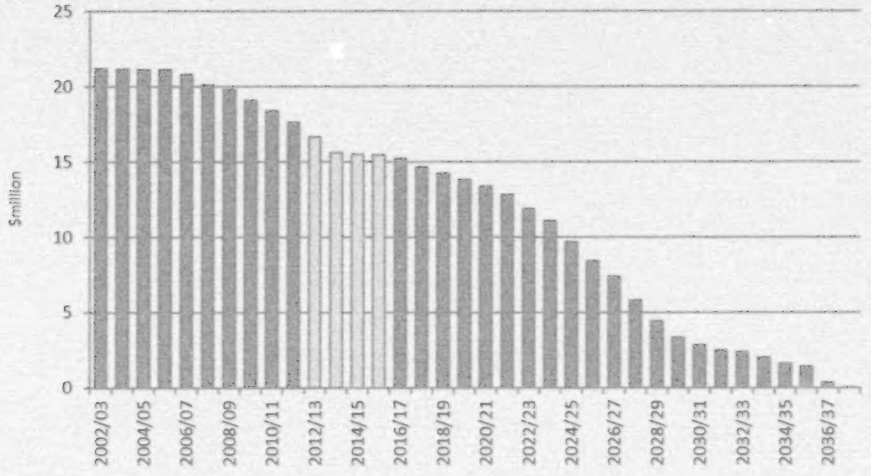
The activities described in this Business Plan build on the actions that the NWTHC has been undertaking during the 17th Legislative Assembly to advance these overall priorities.

Other Operational Pressures

There are a number of other operational issues that continue to put pressure on the operations of the NWT Housing Corporation. These pressures will need to continue to be managed and addressed. The two most significant pressures that impact the sustainability of the housing programs are related to the declining CMHC funding for social housing and the adequacy of capital investment in housing given the age of our stock.

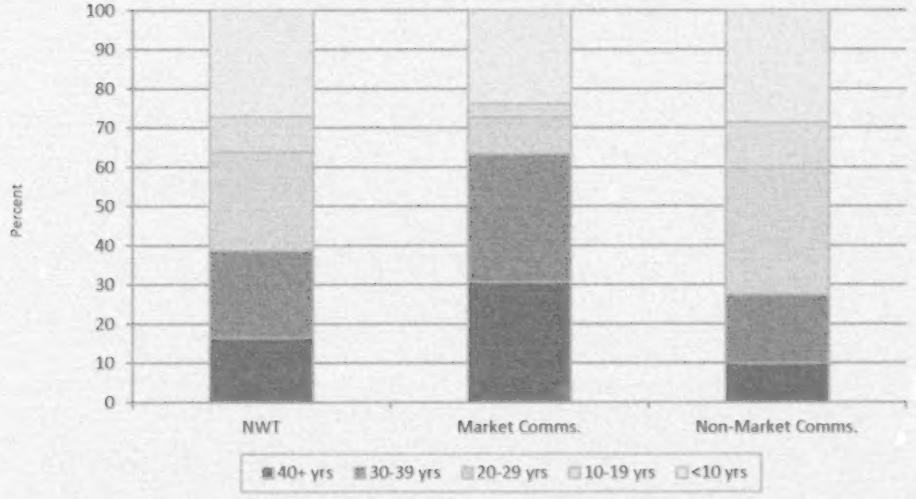
Funding from CMHC for social housing continues to decline. Overall, the decline will be from $21 million in 2002-03 to zero by 2038-39. The funding declines by different amounts on an annual basis depending on when the stock was initially constructed in partnership with the federal government. Over the life of the 17th Legislative Assembly the federal funding will decline by $2.2 million.

Declining CMHC Funding for Operating Social Housing
2002-03 to 2037-38



The second area impacting sustainability relates to capital investment. The NWTHC plans for units to last for approximately 50 years, although many factors can influence this. Currently, about 15% of the NWTHC stock is over 40 years old and almost 40% in more than 30 years of age. The NWTHC has been fortunate to receive ad hoc funding over time to address this issue. Currently the GNWT has invested $10 million over two years to improve the quality of the public housing stock, but this funding will sunset at the end of 2015-16.

Percent Distribution of Age of NWTHC Owned Housing Assets
2014



2. RESOURCE SUMMARY

Departmental Summary

	(thousands of dollars)			
	Proposed 2015-16 Main Estimates	2014-15 Revised Estimates	2014-15 Main Estimates	2013-14 Actuals
Operations Expenses by Activity				
Executive	1,255	1,338	1,338	1,924
Finance & Infrastructure Services	19,268	19,138	19,007	19,761
Programs & District Operations	32,211	31,463	31,337	32,966
Community Housing Services	52,765	51,898	51,898	50,776
Total Operations Expenses by Activity	**105,499**	**103,837**	**103,580**	**105,427**
Operations Expenses by Object				
Compensation and benefits	13,619	13,043	13,043	14,050
Grants and Contributions	34,191	35,494	35,494	36,757
Other	43,285	41,855	41,855	42,371
Amortization	14,404	13,445	13,188	12,249
Total Operations Expenses by Object	**105,499**	**103,837**	**103,580**	**105,427**
Capital Acquisition Plan	**35,850**	**46,761**	**38,150**	**11,878**
Total Expenditures	**141,349**	**150,598**	**141,730**	**117,305**
Revenues	**141,349**	**150,598**	**141,730**	**119,712**
Surplus/(Deficit)	-	-	-	**2,407**

Human Resources Summary

	Proposed 2015-16 Main Estimates	2014-15 Revised Estimates	2014-15 Main Estimates	2013-14 Actuals
Yellowknife Headquarters	57	60	60	62
Regional / Area Offices	59	58	58	55
Other Communities	-	-	-	-
Total Number of Positions	**116**	**118**	**118**	**117**

KEY ACTIVITY 1 – Executive Offices

Description

The Executive Offices provides overall leadership and management of the NWTHC, supports the Minister Responsible for the NWT Housing Corporation, and coordinates the implementation of direction of the government related to housing. The Executive Offices also are responsible for strategic planning, policy development, communications, inter-departmental coordination and inter-governmental activities related to housing.

The President's Office is responsible for supporting the Minister Responsible for the NWT Housing Corporation, coordinating the development and implementation of government direction related to housing, leading the senior management of the NWT Housing Corporation, and providing overall management and leadership of the NWT Housing Corporation.

The Strategic Planning, Policy and Communications Division provide support with regard to long-term strategic direction and planning for the NWTHC. This Division is also responsible for strategic and business planning, policy development, qualitative and quantitative research, and corporate communications. This section represents the NWTHC at a Federal/Provincial/Territorial (F/P/T) level, on interdepartmental working groups, and on other committees.

Responding to Goals and Priorities of the 17th Legislative Assembly

During 2015-16, the Executive Offices will continue to provide overall leadership and management of the NWTHC and undertake the required policy, communication and strategic planning activities in support of the operations of the NWTHC. Key initiatives will continue to be advanced during 2015-16, with a particular focus on the strategic priorities and actions outlined in *Building for the Future*, the strategic plan of the NWT Housing Corporation.

A specific area within this key activity is the responsibility for advancing strategic priorities related to homelessness. The NWTHC supports the Minister Responsible for Homelessness, in addition to advancing activities related to the infrastructure needs associated with transition and emergency shelters. Many of the other elements of supporting operational and program requirements associated with emergency and transitional housing are provided through the Department of Health and Social Services and the Department of Education, Culture and Employment.

During the 17th Legislative Assembly the NWTHC has contributed to the construction of Betty House, a transitional shelter for women and children, and in 2014-15 is planning to develop four new transitional homes in smaller NWT communities in partnership with community organizations. Currently, there are a number of communities that have expressed interest in the project but have faced challenges in coordinating the projects. The NWTHC continues to work with interested communities.

During 2014-15, the Shelter Capital Fund was established to provide existing shelters an opportunity to undertake major capital or equipment upgrades. This program is nearly fully subscribed in its first year with 4 projects approved in Yellowknife, Fort Simpson and Hay River.

The NWTHC is also funding 11 projects as part of the Small Community Homelessness Fund. These projects include a variety of community driven initiatives including soup kitchens and food banks. Many

of these projects are receiving multi-year funding to aid in their stability.

Changes to the Homelessness Assistance Fund have been made to improve the overall administrative efficiency. This fund provides emergency assistance to residents that are homeless or at risk of homelessness. In 2015-16 options will be developed associated with the delivery of this program. Currently within the GNWT there are a number of areas that may provide funding for persons facing homelessness and streamlining the process for residents to access these programs will strengthen client service.

Considerable work has been completed on options associated with the *Housing First* approach to addressing homelessness. *Housing First* is an approach where homeless people that are assessed as ready are provided housing supports in addition to a variety of other services in order to eliminate their homeless status. The approach has proven to be reasonably successful in larger Canadian cities and requires good coordination among NGO partners and a variety of government agencies. In 2015-16, the NWTHC plans to invest $150,000 to pilot the approach. This project will work closely with the project on integrated service delivery being led by the Department of Justice and the work by the Yellowknife Homelessness Coalition. Advancing the *Housing First* approach was one of the strategic actions identified in the GNWT anti-poverty action plan.

Departmental Highlights

There are a number of other key areas that the Executive Offices will continue to advance. Although the NWT's term is up as co-chair of the federal-provincial-territorial housing forum, the NWT has carried on with the role while a replacement jurisdiction is identified. Provinces and territories continue to try to engage the federal government on options related to the long-term sustainability of social housing.

The NWTHC provided support and resources towards the completion of the 2014 NWT Community Survey. This survey provides detailed information on housing need in NWT communities and is one of the primary sources for providing monitoring indicators on housing and factors the impact housing. Results should start to be published over the coming months and a more detailed review of housing results will be undertaken to identify changes since 2009, the last NWT Community Survey.

In 2015-16 the NWTHC will continue to strengthen its' communication activities. The current NWTHC website is being redesigned to focus on client information. A NWTHC Facebook page was recently introduced and this approach has proven effective in disseminating information about housing programs and issues. Changes to roles and responsibilities of Local Housing Organizations are expected to improve client outreach on programs. Annual community meeting are expected with community leadership and the NWTHC has developed material and attended trade shows as approaches to improve awareness about our programs.

Cross-Departmental Initiatives

There are a number of cross-departmental committees and initiatives that the NWTHC participates in. The NWTHC works with Social Envelope Committee of Cabinet and associated Deputy Minister Committee and initiatives in support of the Anti-Poverty Action Plan, the Education Renewal and Innovation Project, and the Integrated Case Management initiative. There is also extensive interdepartmental work on homelessness and seniors.

KEY ACTIVITY 2 – FINANCE AND INFRASTRUCTURE SERVICES

Description

The Finance and Infrastructure Services Branch is comprised of the Finance and Administration Division; Infrastructures Services Division, Financial Planning Section and Information Services Section. Through these units, the branch manages and administers the NWTHC's financial services, capital planning, land acquisition and planning, information services, asset management and infrastructure delivery.

The Finance and Administration Division is responsible for the overall financial affairs of the NWTHC. This includes the provision of accounting services, reporting and monitoring, treasury services, mortgage administration, and providing advice to senior management and stakeholders.

The Finance and Administration Division also manages the NWTHC's own source revenues and funding from CMHC under the Social Housing Agreement. The Division also provides ongoing subsidy assistance and operational support to various third-party non-profit housing organizations outside of the public housing program.

The Financial Planning Section is responsible for the coordination of the development of plans for capital infrastructure and minor capital projects, corporate budget development, project and budget change management and variance analysis.

The Information Services Section utilizes the latest in information management tools and methodologies to support the business processes of the Corporation and its community partners. The section develops NWTHC-specific information tools as well as system training, which are critical to the delivery of housing programs and services.

The Infrastructure Services Division is responsible for the overall development, design and procurement, planning and delivery of capital infrastructure projects in support of the NWTHC's rental and homeownership programs. This Division is also responsible for the planning, procurement, and administration of suitable land for the delivery of housing programs and services, and the security of NWTHC assets and mortgage interests. Infrastructure Services is also responsible for the maintenance management of the NWTHC's public housing portfolio in order to ensure its long term sustainability. The Division provides technical assistance in the development of new housing programs and supports the District Offices in their delivery of the Contributing Assistance for Repairs and Enhancements (CARE) program where it works with private homeowners to determine their repair needs and develop scopes of work. Finally, Infrastructure Services is the NWTHC's lead on issues related to energy efficiency and new housing technologies.

Responding to Goals and Priorities of the 17th Legislative Assembly

The Finance and Infrastructure Services key activity plays a vital role in advancing a number of strategic actions related to the overall 17th Legislative Assembly priority to address housing needs.

There are a number of activities being advanced related to the strategic actions associated with developing approaches that will provide for an adequate and stable level of funding for the delivery of the public housing program and ensuring that delivery of housing services are seamless and delivered effectively and efficiently.

Specifically, Finance and Infrastructure Services plays a critical role in the overall financial management and administration for the NWTHC. Considerable work has been completed related to the initiative to improve community housing services. A new funding formula for the LHOs was developed for 2014-15 and improvements are continuing to be implemented. In 2015-16, expenditures related to lease costs for LHO offices and shops are being consolidated. Improvements to financial processes between the LHOs and the NWTHC are being developed and implemented. Improved reporting and monitoring of LHO financial activities are also being implemented to ensure the number of LHOs with operating deficits is reduced and options related to improving consistency in financial management in LHOs are being developed.

Implementation of the Collection Strategy is being undertaken in 2014-15. Finance and Infrastructure Services plays an important role under the revised roles and responsibilities that were introduced as part of the initiative to improve community housing services. Systems are being updated to improve monitoring of arrears and implementation of Rental Officer orders. The collection unit within this key activity is coordinating activity associated with cases where collection activities like garnishees, set-offs or collection agencies are required.

Systems development has been a key part of a number of initiatives undertaken in recent years and planned for the future. The NWTHC started directly paying utilities for their housing assets in April, 2014. A utility tracking and payment system was developed to support this activity, which has led to significant improvements in the ability of the NWTHC to track utility consumption and, in time, will lead to improved capacity in understanding the implications of energy investments and client behavior on consumption and cost.

A second system that was fully implemented in all LHOs as of April 2014 is the WebWorks maintenance management system. This system allows the NWTHC to more closely monitor and LHOs to effectively manage maintenance activities. The system also supports overall asset management by ensuring preventative maintenance is completed and communication efforts have improved through tracking emergency and demand maintenance at the unit level. The system will also support the overall capital planning process. With the system being implemented on April 1, 2014 it is expected that continued training and support to LHOs will be required during this first year.

There are a number of other systems that have been developed in recent years that are critical to supporting housing programs. The Territorial Housing System, first introduced in 2012, is the cornerstone of tenant administration and improvements are being implemented to support collections and other NWTHC and LHO activities. The overall Asset Management System was recently introduced and plays a critical role in capital planning. SOIL, our land administration system, is scheduled for updating in 2014-15.

There are a number of strategic priorities linked to infrastructure investments. Overall, the proposed capital acquisition plan is $35.8 million for 2015-16. This will be the second year of a three year plan that will see significantly higher than normal investment in housing infrastructure.

Specifically, there are two new seniors independent living facilities being constructed in 2014-15 in Fort McPherson and Fort Liard, in addition the Joe Greenland Center in Aklavik is being replaced. In 2015-16, two more independent living facilities for seniors will be constructed in Fort Good Hope and Whati. These facilities have been planned in consultation with the Department of Health and Social Services and include common space and service rooms for delivery of programming for seniors.

The 2015-16 fiscal year is also the second year of the three-year plan to add 100 market rentals in smaller NWT communities. This initiative is expected to support service delivery in these communities. In 2014-15 there are 29 market rentals being added and in 2015-16 another 36 units are planned.

2015-16 is the second year of a two-year $10 million investment by the GNWT to improve the overall quality of the NWTHC public housing stock. This investment, along with the regular capital plan, will result in 231 units receiving major retrofits in 2015-16 and 22 public housing units being replaced.

The NWTHC has also committed to add public housing units in smaller NWT communities that have been underserved by the public housing program. In 2014-15 six units will be added in Wekweeti, Colville Lake and Jean Marie River and in 2015-16 four additional units will be added in Wrigley and Lutselk'e.

Departmental Highlights

As noted, Finance and Infrastructure Services provides the NWTHC with overall financial management, information systems development and support, and with design, procurement, and technical support related to infrastructure development. There are a number of other activities that should be noted related to this key activity.

Information on the investment activity of the NWTHC is required in the Corporate Business Plan to comply with Subsection 91(2) of the Financial Administration Act. The NWTHC is restricted to those types of investments specified in Subsection 81(1) of the Financial Administration Act, which states:

> A public agency may invest money belonging to the public agency:
>
> a) In certificates of deposit, deposit receipts, notes or other evidences of indebtedness given by a bank in consideration of deposits made with the bank; and
> b) In securities where repayment principal and interest is unconditionally guaranteed by a bank;

Investments are determined through cash management procedures ensuring surplus funds are invested in those forms of security which pay the highest level of interest while maintaining an adequate level of cash on hand to meet daily requirements. Surplus funds for 2013-14 were invested in short and long-term investments. Short term investments had a market yield of 1.34% to 1.58%. Longer term investments had a weighted average yield of 2.40%.

Considerable work has been undertaken to improve the timeliness of the audited consolidated financial statements for the NWTHC over the past couple of years. The NWTHC Annual Report for 2012-13 was completed in October 2013 and continued improvements are planned for the 2013-14 report. A key piece of this effort has been to support Local Housing Organizations (LHOs) in completing their annual audits and the NWTHC continues to work with the Office of the Auditor General to find additional efficiencies in the process.

A major initiative undertaken by the NWTHC earlier in the 17th Legislative Assembly was the Revised Mortgage Balance Program. At the time that the program was introduced, the NWTHC had about 400 mortgage clients with accumulated arrears of about $16 million. As noted in the performance measures below mortgage collection rates have improved significantly with the introduction of the new program.

There remain about 170 clients in older mortgage programs and many of these clients have significant arrears and poor collection rates. It is expected that collection activities of these clients will be a focus over the next year.

The NWTHC has approximately 2,700 housing units in operation within its programming. About 3% of these units are typically vacant at any one time and waiting allocation and another 6% are not in use as major repairs are being undertaken. With the increased investment in retrofits, units vacant and being repaired will need to be carefully managed.

The NWTHC also has approximately 150 surplus housing units. When a unit is deemed surplus, typically because it is beyond economic repair or the community allocation of units have been exceeded, the unit is disposed of either through sale or demolition. Over the past two years the NWTHC has disposed of approximately 70 units. New codes of practice developed by WSCC related to the hazardous assessment and abatement have added considerably to the cost and complexity of unit disposal. The NWTHC will spend $1 million on unit disposal in both 2014-15 and 2015-16.

Energy efficiency within homeownership units and the public housing units is an on-going priority of the NWTHC. Retrofit projects of existing housing stock often include components related to energy efficiency such as window replacement and improved insulation. The NWTHC has also made investments through the GNWT Energy Plan over the past few years including:

- Wood pellet boiler systems in Detah, N'dilo and Fort Resolution.
- Photovoltaic solar panel systems in Inuvik, Fort Simpson, Fort Liard, Fort McPherson, and Aklavik.
- Units in Behchoko tied into the biomass district heating system.

In 2015-16 plans include additional photovoltaic solar systems in Whati, Fort Providence, Fort Simpson, Fort Good Hope, Norman Wells, Lutselk'e supporting a total of 30 units.

The monitoring project is continuing for the Northern Sustainable Housing Project completed in Inuvik as a partnership between the NWTHC and CMHC. This duplex incorporated a number of energy efficient technologies including solar photo voltaic panels; solar hot water supply; double wall construction; SIP panel floor system; high efficiency heating appliances; and heat recovery ventilation systems. Preliminary analysis indicated significant savings related to heating with more modest results for electricity use. The NWTHC is working with the Arctic Energy Alliance on the evaluation of this initiative.

The compilation of utility information at a unit level has significantly improved the ability to understand the impact of various energy initiatives particularly on NWTHC costs. Unit design, retrofits, and alternative energy, as well as tenant behavior, all impact overall energy use. Detailed analysis will need to be undertaken to better understand the impact of various investments.

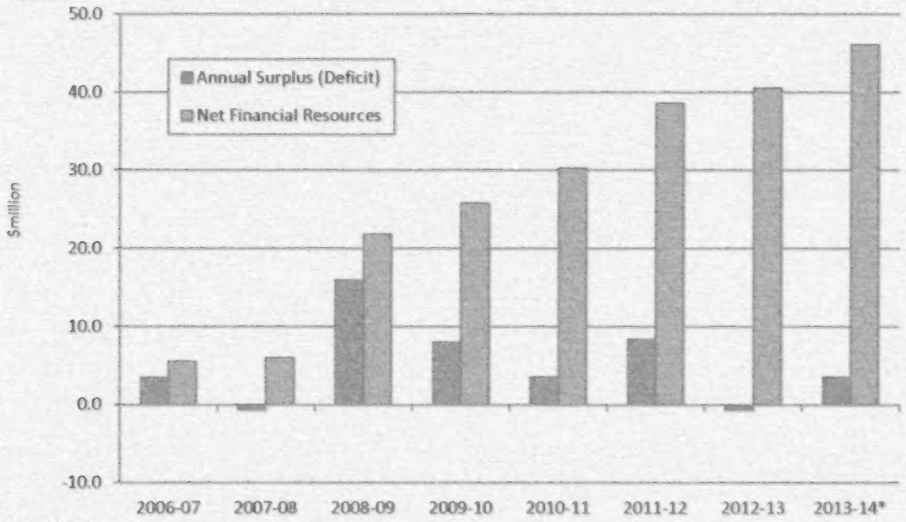
Cross-Departmental Initiatives

The NWTHC is working with the Department of Lands to provide appropriate land tenure for improved access to housing for NWT residents and to support service delivery. In 2015-16, work will continue to identify land to be transferred through the review of surveys, title searches and other legal processes. This will be a multi-year initiative. The NWTHC also works closely with the Arctic Energy Alliance, the Energy Coordinating Committee, and the Infrastructure Committee of Cabinet on common issues.

Measure 1 – Financial Health of the NWT Housing Corporation

Overall the NWTHC is in a strong financial position. Annual surpluses in recent years and careful cash management have led to accumulated financial resources totaling of approximately $46 million at the end of 2013-14. A significant portion of these accumulated resources have been allocated to projects like the construction of the four new seniors independent living facilities and the replacement of the Joe Greenland Center, the addition of 10 new public housing units in smaller NWT communities, and the investment in remediation and disposal of surplus units. These resources also include carry over and deferred projects which will be completed during 2014-15. As these initiatives are completed and this financial reserve is drawn down over the next few years it is expected that the NWTHC will run an annual deficit.

NWTHC Financial Position
2006-07 to 2013-14

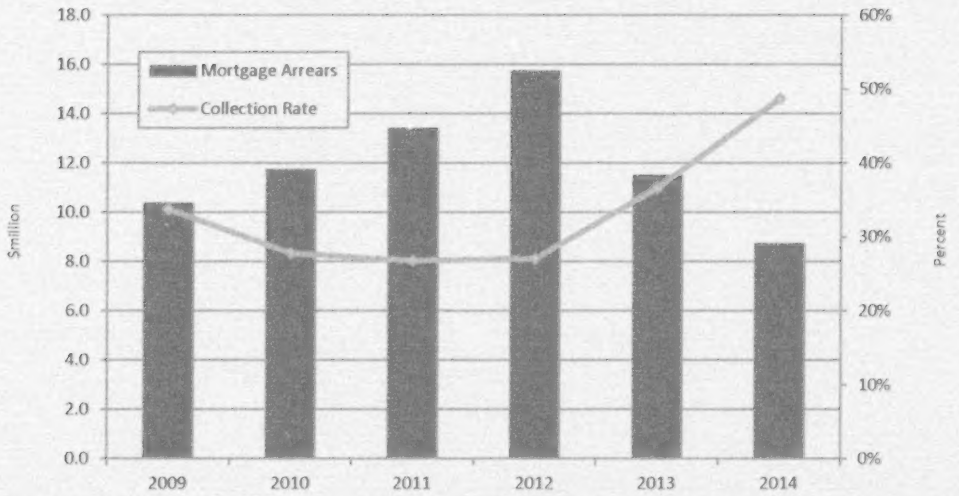


*2013-14 is preliminary

There has been increased emphasis on collections in recent years. Performance measures for rental tenants are provided under the Community Housing Services key activity. While the NWTHC no longer provides mortgages directly to clients, there are about 400 historical mortgages still held by the NWTHC.

Collection rates have been around 30% over the past several years, with accumulated arrears peaking in 2012 at about $16 million. At the end of 2012 the NWTHC introduced the Revised Mortgage Balance Program. Under this initiative, clients were provided a fresh start on their mortgages and offered stable, affordable monthly payments. By March 2014 the overall collection rate reached almost 50% and accumulated arrears were reduced to $8.7 million.

Mortgage Collection Rate and Accumulated Arrears
March 31, 2009-2014



This Revised Mortgage Balance Program has been effective. Since its' introduction, 12% of clients have finished their mortgage with the NWTHC, about half are making payments under the new program, and 41% remain with their old mortgage program. A significant issue is reflected in the difference in collection rates which were 84% for clients signing up for the new program compared to 22% for those remaining with their old mortgage program. Addressing the arrears of the clients in the old mortgage programs will be a priority in the coming year.

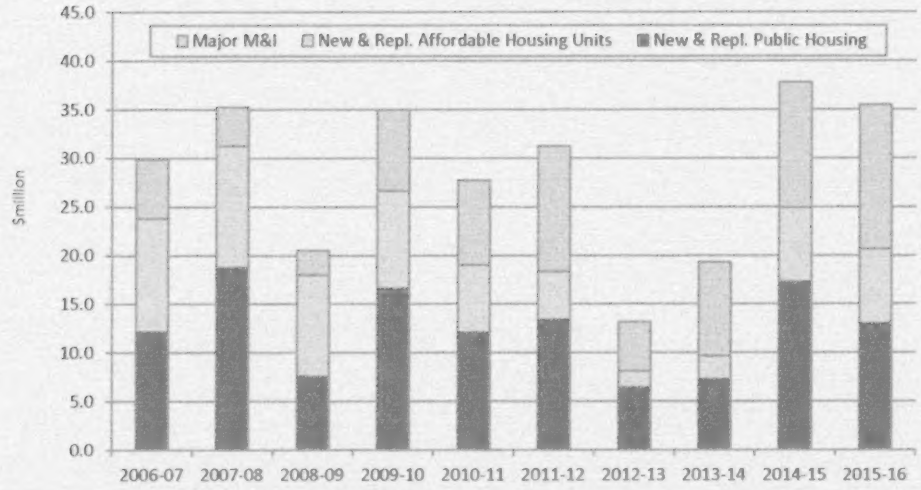
Measure 2 – Delivery of Major Infrastructure

The NWTHC major capital spending is allocated amongst new and replacement public housing, new and replacement affordable housing units, and completing major repairs and retrofits to NWTHC housing stock. The major capital spending does not include the significant number of projects related to the homeownership repair programs.

Between 2006-07 and 2015-16 (proposed infrastructure plan) the NWTHC will have spent a total of $285 million on housing assets. This has included $125 million for new and replacement public housing, $76 million for new and replacement affordable housing units, and $85 million in major retrofits to existing units.

The base capital budget for the NWTHC is approximately $15 million annually. Late last decade, the NWTHC was able to access significant resources from the Northern Housing Trust and the Canadian Economic Action Plan (CEAP). For 2014-15 and the planned 2015-16 capital plan, increased spending is related to the investment to add 100 market rentals across the NWT, a strategic investment of $10 million to improve the quality of the social housing stock, and an investment to construct five new seniors independent living facilities and a small number of public housing units in underserved communities.

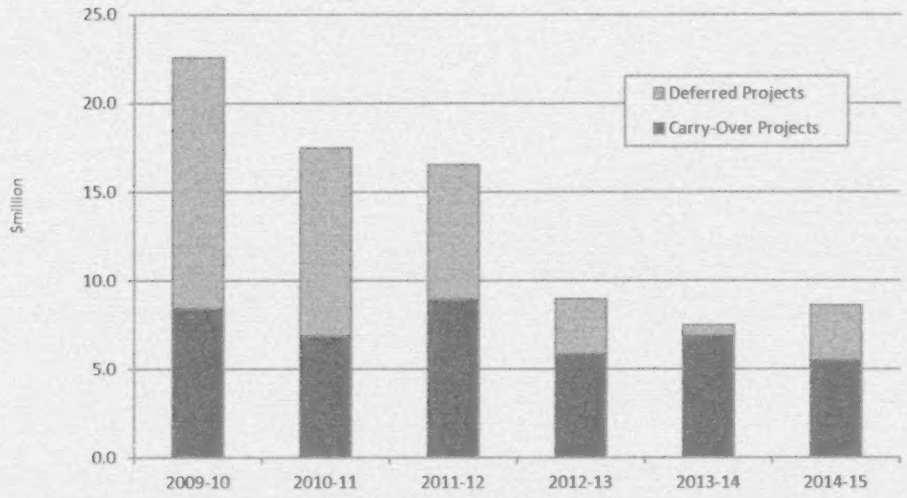
Major Infrastructure Spending
2006-07 to 2015-16[a]



Note: 2015-16 reflects proposed infrastructure plan

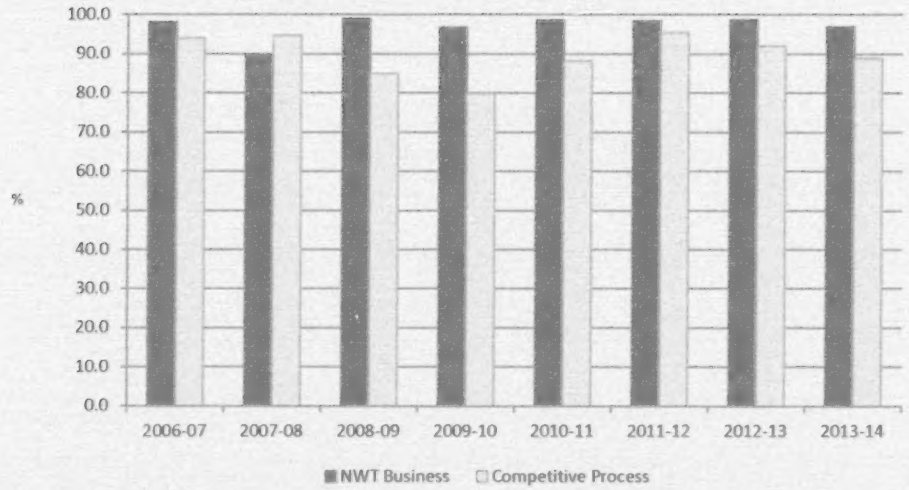
The NWTHC has made an effort to improve delivery of the major capital infrastructure plan. The value of the deferred and carry-over has been significantly lower over the past three fiscal years.

Deferred and Carryover Projects
2009-10 to 2014-15



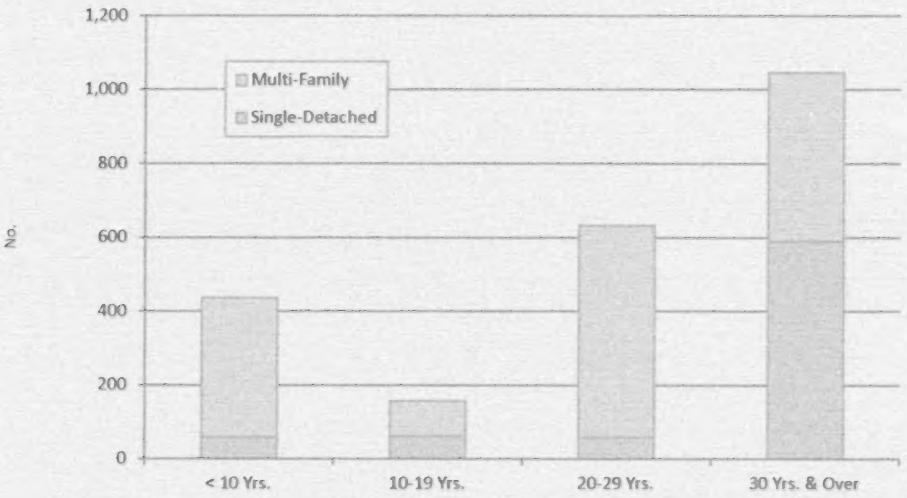
The NWTHC recognizes the importance of its program delivery to the local business community. Results for 2013-14 are consistent with previous years with 97% of the total value of contracts awarded to NWT businesses. Some 89% of the contract values in 2013-14 were awarded through competitive processes like requests for proposals or tenders. The remaining were negotiated contracts or sole source contracts.

NWTHC Contracting, by Location of Firm and Contracting Process
2006-07 to 2013-14



A priority of the 17th Legislative Assembly related to improving housing conditions is to develop more multi-family units. Currently about 66% of public housing assets owned by the NWTHC are part of a multi-family configuration. For public housing units built in the past decade, 87% are in multi-family configuration.

NWTHC Owned Public Housing Units, by Configuration and Age
2014



For affordable housing units (used for the HELP program and market rentals), there is a much greater use of single detached units with 13% being part of a multi-family configuration. The reason for this is that one of the objectives of the HELP program is to move participants towards homeownership. Homeownership units are typically single detached units. It should be noted that most of the 100 new market rentals being added over the next few years will be duplexes.

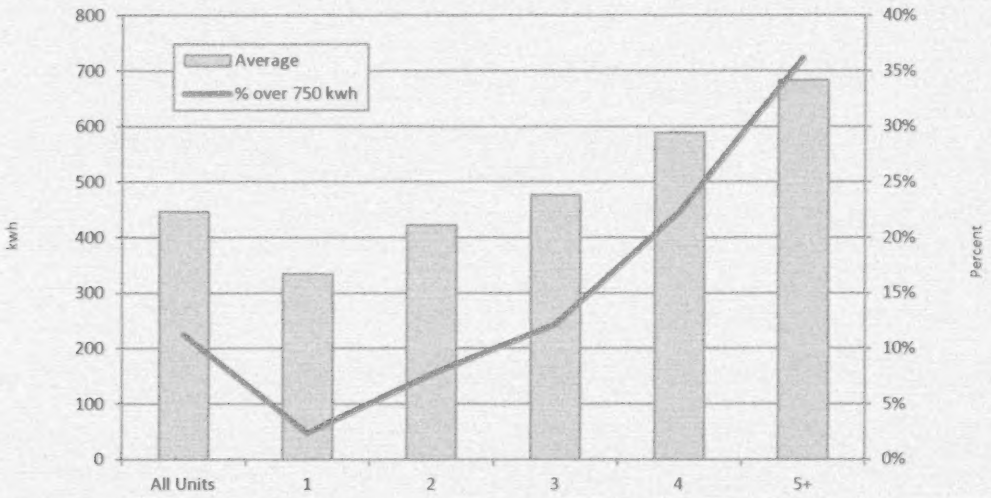
Measure 3 – Managing Operating Costs

Managing operating costs is a critical component of the overall strategy to address the declining CMHC funding and just as importantly, ensuring that the housing programs are sustainable.

Two initiatives that will yield critical information in the coming years that are being implemented in 2014-15 is the consolidation of utility payments which will allow for unit level tracking of utilities and the implementation of the centralized maintenance management system in all LHOs.

For utilities performance measures will need to be developed based on annual information. This is, in part, due to differing demand at different times of the year and to factors like delivery schedules (e.g. fuel oil is not necessarily delivered every month). Below is an early indication of electricity use and the variability by number of residents. This figure also shows the percentage of units using more than 750 kwh of electricity per month.

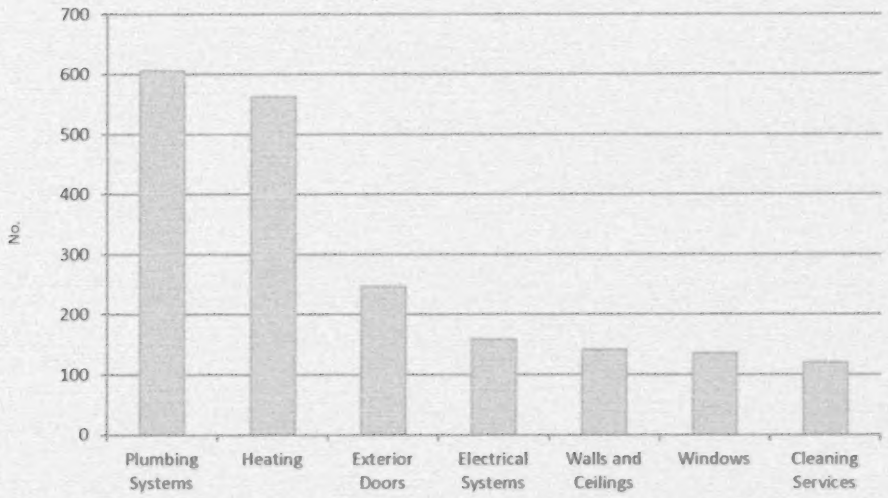
Preliminary Data on Electricity Usage by Number of Residents
April-June 2014



For maintenance activity, two main areas that need to be monitored are completions of preventative maintenance on all the units and the emergency & demand maintenance which can be a significant cost driver. The centralized maintenance management system has just been implemented in all LHOs starting in April 2014. While it is likely to take some time to see stability in the usage of the system, there is also a need to consider critical performance measures.

During the first three months of implementation there have been about 7,000 work orders entered by LHOs into the Webworks system. While there are still some variations by LHO in terms of system utilization, it is noteworthy that there have been 3,500 work orders that have been completed that are the result of emergency or demand type activity. The figure below outlines the top seven categories for emergency or demand maintenance and these represent almost 60% of the work orders.

Completed Emergency and Demand Work Orders, by Type
April-June 2014



KEY ACTIVITY 3 – Programs and District Operations

Description

Programs and District Operations provide corporate support and oversight to the NWTHC's five District Offices in the delivery of programs and services to the residents of the NWT. This includes the development, implementation, training, monitoring, and delivery of programs and initiatives that support the NWTHC's response to housing needs in the NWT, and to ensure a continuity of approach to program delivery and implementation.

The Programs Division works closely with district and community housing providers, Local Housing Organizations (LHOs), to ensure compliance with existing policies and procedures, as well as developing and updating operational policies while ensuring that District Offices and LHOs have the support and capacity required to effectively and efficiently deliver the NWTHC's programs and services.

NWTHC District Offices support communities in program and service delivery. District Offices are responsible for the administration of district capital activities and program delivery. District Offices also play a pivotal role in lands acquisition and development, maintenance, and training, and work closely with stakeholders at the community level. District Offices work with LHOs and NWT residents to identify options and programming to assist clients in decision making regarding their housing needs. An important component of the relationship between districts and clients are the services related to mortgage advice and counseling, as well as services provided to clients under the Homeownership Entry Level Program (HELP) designed to prepare them for future homeownership.

Responding to Goals and Priorities of the 17th Legislative Assembly

The Programs and District Operations key activity plays an important role in advancing a number of strategic actions related to the overall 17th Legislative Assembly priority to address housing needs.

There are a number of activities being advanced related to the strategic priorities associated with strengthening homeownership support programs to increase the benefits of homeownership, expanding availability and targeting repair programs to help homeowners address high rates of adequacy problems, and addressing affordability challenges for lower income households in market rentals. This key activity also plays a central role working with the LHOs and is critical to advancing the initiative to improve community housing services.

There have been substantial changes to the NWTHC homeownership programs during the 17th Legislative Assembly. Homeownership programs have two main objectives, providing support to modest income residents to become homeowners and providing support for low and modest income homeowners to repair and maintain their dwelling. Homeowners are responsible for the repair and maintenance of their own home and the NWTHC's role is to support them.

The PATH program (Providing Assistance for Territorial Homeownership) provides a forgivable loan for eligible clients for a portion of the cost to purchase a home. This program had significant revisions in 2013-14 including reflecting the differences between market and non-market communities, linking the level of subsidy to the purchase price of the dwelling, adjusting the level of subsidy to roughly equalize the cost of homeownership within non-market communities, and expanding the eligibility criteria to support residents with modest incomes that have a high chance of being successful homeowners.

Homeownership repair programs have also been significantly revised. SAFE (Securing Assistance for Emergencies) was introduced as the NWTHC emergency repair program. This program provides up to $10,000 in assistance for low and modest income homeowners to address emergency repair situations. The program can be accessed once annually and includes a client co-pay based on household income.

The CARE program (Contributing Assistance for Repairs and Enhancements), is undergoing significant modifications during 2014-15. It is expected that the revised CARE will entail three components: CARE PM to support annual preventative maintenance, CARE Major to support major repair projects aimed at addressing health and safety issues, and CARE Mobility to support seniors and other residents that require modifications to their home to address mobility and other issues related to the disability of a household member. Changes to each of these programs are expected to include making them more consistent with the approach used in PATH and SAFE, addressing land tenure and issues associated with existing land arrears, and modifying the approach to forgiveness associated with the preventative maintenance program.

Programs and District Operations also play a key role in NWTHC rental programs. The HELP program is designed to support modest income residents to transition from public housing towards homeownership and also provides an additional housing option for modest income residents. This program also had significant modifications introduced in 2014-15. Changes included standardizing the rent within the zones used for the public housing rent scale and allowing clients a more subsidized rental rate for a four year period while they determine if they want to transition to homeownership. An increased equity contribution to purchase the home is also provided to HELP clients if the transition to homeownership within the four year period. After four years, clients are allowed to remain in the HELP program at a less subsidized rental rate.

Program and District Operations also plays a role, working closely with the LHOs, in the market rental program and ensuring awareness of the availability of units. With the investment to add 100 market rentals in smaller NWT communities, a focus will be to ensure these units are occupied as they become available. There is also a role for District Offices to support the Rentals in Rural and Remote Communities program (formerly Housing for Staff) to ensure that potential developers are aware of the program components and the application process.

The Transitional Rent Supplement Program (TRSP) provides support to residents of market rentals that are facing affordability issues. This program was phased in starting in mid-2012. There are currently about 80 participants.

Programs and District Operations also contribute to the changes associated with the initiative to improve community housing services that has resulted in a significant change in the roles and responsibilities for LHOs and the NWTHC. Substantial work was done on training and support for LHOs related to their new responsibilities during this transition period. During 2014-15 new operating agreements will be signed with all LHOs. These agreements will incorporate the new roles and responsibilities, outline the funding model for LHOs, and incorporate a new accountability framework and performance management system.

Improved processes related to reporting and monitoring are being developed and significant effort will be required to ensure successful implementation of the new approach. Two training workshops are planned for each region on annual basis (an administration and tenant relations workshop and a technical and maintenance workshop).

As part of the initiative to improve community housing services, three new LHOs are to be established in Fort Liard, Whati and Gameti. Considerable work is being undertaken on the establishment of these LHOs including locating appropriate office and maintenance facilities, establishing a LHO board and recruiting and training LHO staff.

The addition of three new LHOs will bring the total number of LHOs to 24. However, the NWTHC has housing programs in each of the 9 other communities (Kakisa, Hay River Reserve, Enterprise, Wrigley, Jean Marie River, Nahanni Butte, Trout Lake, Colville Lake, Wekweti). Approaches like working with the community government and sharing resources were required to ensure that management and administration and maintenance capacity is in place to support the units in these communities.

Departmental Highlights

As noted, Programs and District Operations provide corporate support and oversight to the NWTHC's five District Offices in the delivery of programs and services to the residents of the NWT. There are a number of other activities that should be noted related to this key activity.

In 2013-14, the NWTHC moved to continuous delivery on its homeownership programs. Rather than a targeted intake period this means that the NWTHC will take program applications at any point during the year. Coordination is required on major renovation projects as these are often linked to the construction season. Extensive work is required with clients to ensure they understand the likely timing for delivery of the program. With LHOs taking an active role in homeownership program delivery, it is expected that fewer issues will emerge related to missing documentation or clients not being aware of where to go to obtain housing programs.

Given the declining federal funding for social housing, careful management is required to ensure a consistent approach among communities in terms of the number of public housing stock. There have been times in the past where replacement units have been constructed and LHOs have not reduced the stock. Programs and District Operations are responsible for monitoring the allocation and ensuring that LHOs don't exceed their approved allocation, or if they have, that a plan to return to their proper allocation is in place.

Annual meetings between District Offices and LHOs are expected on top of on-going communication between the LHOs and the NWTHC. This annual meeting provides the opportunity to review past operations and results, to assess current year operations, and to work towards continued improvement in the delivery of housing services. The NWTHC is also now coordinating an annual meeting of LHO Managers which provides a good opportunity to work collectively on the issues facing LHOs.

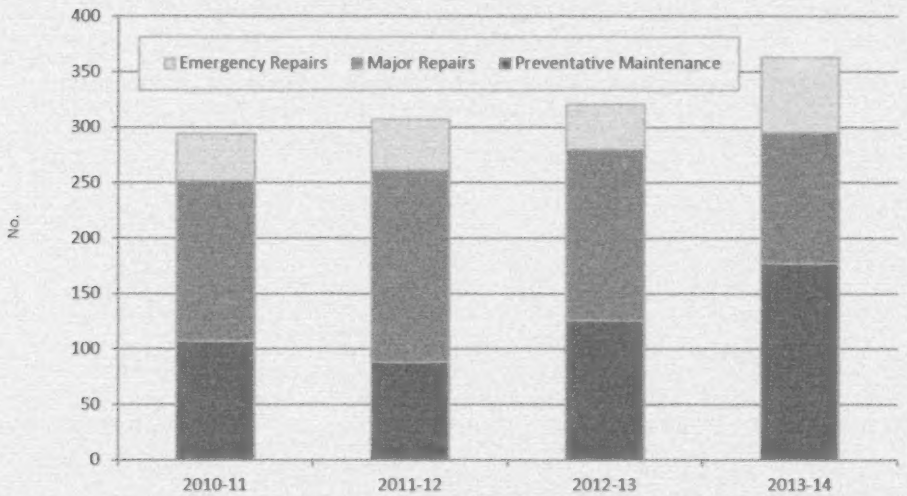
Cross-Departmental Initiatives

The NWTHC is working with the Department of Education, Culture and Employment on options associated with income support clients accessing market rentals and the public housing program.

Measure 1 – Delivery of Homeownership Repair Programs

For 2013-14, there was an increase in the overall number of homeownership repair clients compared with previous years. This was largely driven by an increase in preventative maintenance activities. The NWTHC is undertaking outreach to further expand preventative maintenance as this can reduce the need for major repairs in the future.

Number of Clients, by Program
2010-11 to 2013-14



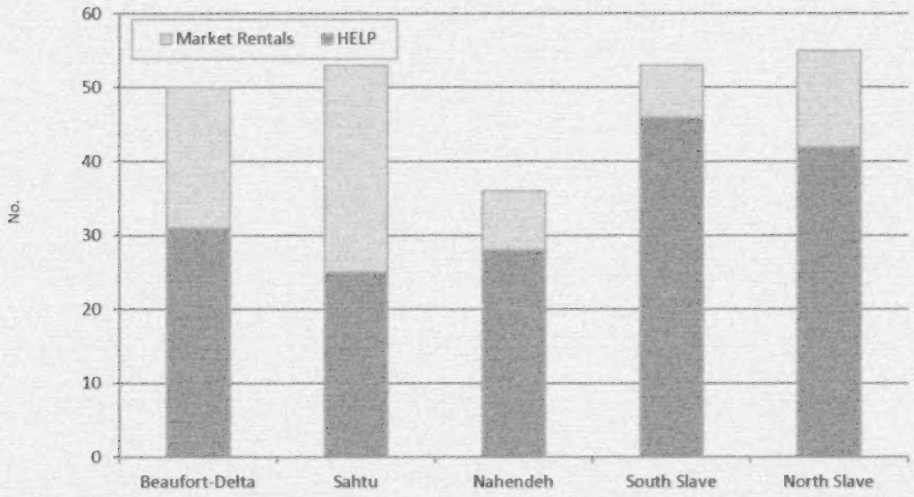
There was a reduction in major repair clients in 2013-14 and this trend is expected to continue into 2014-15. It has been noted that the number of eligible clients which haven't received NWTHC support to repair their dwelling is starting to decline in some communities.

Measure 2 – Other Rental Programs

As was noted, the NWTHC offers other rental options besides the public housing program. In total the NWTHC currently has 336 affordable housing units. Some 247 of these units were occupied on July 31, 2014, 40 units were vacant and 49 units are under repair.

For the 247 occupied affordable housing units, 172 are currently being occupied by HELP clients and 75 are occupied by market rental clients. The use of market rentals is somewhat lower than typical due to the summer period and many teachers being away. Available affordable housing units can be used for either HELP clients or as market rentals depending on demand.

Occupied Affordable Housing Units, by Program
July 31, 2014



As noted, the transitional rent supplement program (TRSP) provides support to tenants of market rentals to offset affordability issues. The program was introduced in the fall of 2012 and was planned to be phased in. One issue noted as the program has been implemented is that there has been greater turnover than expected. A number of clients have had their housing situation change and no longer require the subsidy. Others have moved into public housing and dropped from the program, while others have had their income change.

Transitional Rent Supplement Recipients
2013-14

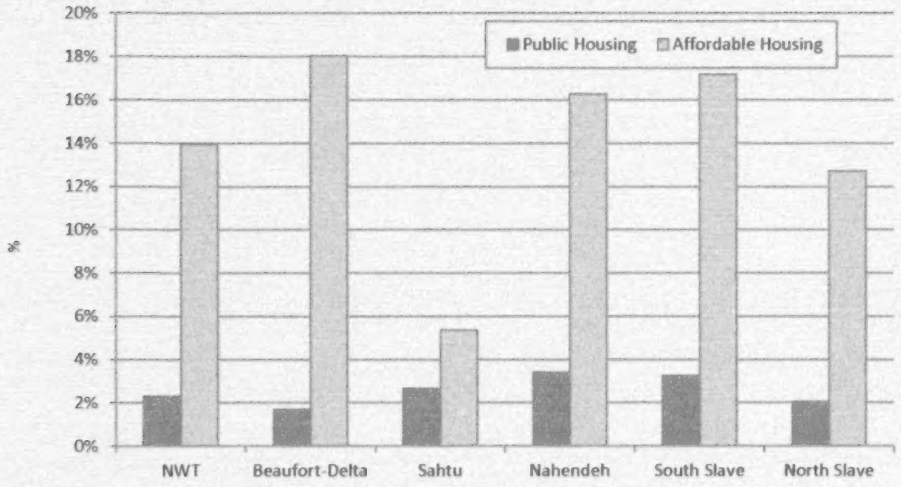
	Clients
Mar-13	51
Oct-13	77
Mar-14	79
Jul-14	81

Measure 3 – Effective Use of Housing Assets

The NWTHC wants as many of its units occupied as possible. The vacancy rate reflects the percentage of currently available units that are vacant. It does not include units that are being repaired, as taking units out of use to complete repairs is an important part of maintaining the quality of the housing stock.

Overall, the vacancy rate for public housing units is 2.3%. Overall, there were 2,175 public units occupied and 51 vacant units. This is a good vacancy rate as there is always going to be turnover and therefore units waiting to be allocated.

Vacancy Rate, by Type of Unit and District
July 31, 2014



The overall vacancy rate for affordable housing units is 13.9%. Overall, there were 247 affordable housing units occupied and 40 vacant units. This is a significantly higher rate than for public housing units, although the smaller number of overall units has an impact. As noted, the summer period with teachers being out of many communities would also have an impact.

KEY ACTIVITY 4 – Community Housing Services

Description

The NWTHC operates approximately 2,700 rental housing units in 33 communities across the NWT including subsidized public housing and affordable housing units. The Local Housing Organizations (LHOs) provide, under an agency agreement with the NWTHC, property management services including the allocation of units, the assessment of rent, the collection of rents, and the provision of preventative and demand maintenance services. In addition, LHOs provide assistance and support to housing clients in accessing NWTHC homeownership programs. Each local housing organization has an advisory board that oversees operations.

The Community Housing Services key activity includes the resources required to operate the NWTHC housing units including LHO contribution funding, utilities, leasing, audit fees, and property tax and land lease fees.

Responding to Goals and Priorities of the 17th Legislative Assembly

The LHOs play a critical role in the delivery of housing programs at a community level. The initiative to improve community housing services had a significant impact on LHO operations. As part of that initiative the roles and responsibilities changed between the LHOs and the NWTHC. LHOs will now be a first point of contact for community residents for all housing programs. They also are providing property management and maintenance support to all NWTHC assets including the public housing units and the affordable housing units.

An important part of their responsibilities is related to rent collection. As will be noted in the measures section, public housing rent collection reached 97% in 2013-14. LHOs work closely with our clients to ensure they do not fall behind in their rent and work with clients to establish repayment plans when tenants accumulate arrears. LHOs are also responsible for obtaining rental officer orders when tenants do not comply with their lease agreement. Responsibility for collection under the rental officer orders, or in some cases evictions, is now with the NWTHC.

A critical next step on collections is to continue to focus on the communities that have had historically poor collection rates, while also starting to address the clients that have accumulated relatively large arrears. The establishment of a Collections Unit has improved the consistency of the approach to collection activities and key objective in the coming year is to begin to address the backlog of rental officer orders and former tenants that have rental arrears.

As part of the initiative to improve community housing services, a funding formula has been introduced for LHOs. This formula provided for consistency in the funding across LHOs, ensured compensation for LHO staff was comparable with similar GNWT positions, and changed the funding to a gross expenditure base which should allow for greater financial stability for LHOs.

The resources provided to the LHOs will fund a total of 127.25 positions for 2015-16. In addition, the NWTHC is increasing its support for apprentices which will increase the total number of apprentices supported by the NWTHC from 10 to 15 positions for 2015-16.

Critical new systems like the Territorial Housing System and the Webworks Maintenance Management System have been introduced to LHOs recently. A continued focus on training and support for the use of these systems will be important. The regional workshops will continue to focus on the use of these systems, but also on their utility to help the LHO manage their activity.

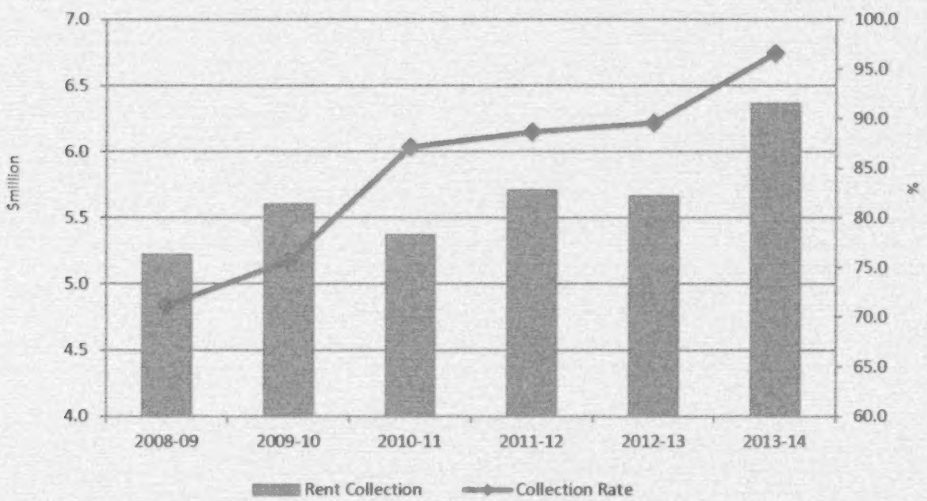
The unit condition ratings completed on NWTHC assets are an important piece of the information required for capital planning. Changes to improve consistency in completing condition ratings are being implemented in 2014-15 and the new systems provides for an opportunity to take greater advantage of this process for planning and monitoring.

Performance Measures

Measure 1 – Managing Tenant Relations

A critical responsibility of the LHOs is to complete timely rent assessments and consistently collect rent for the public housing units. Some caution is required in interpreting indicators on rent assessment and collection, as any revisions for previous year's assessments (for example if a tenant provides new information) or collections on previous arrears are recorded in the year where the revision takes place. As a result, collection rates can be above 100% in cases where arrears from previous years are being paid off.

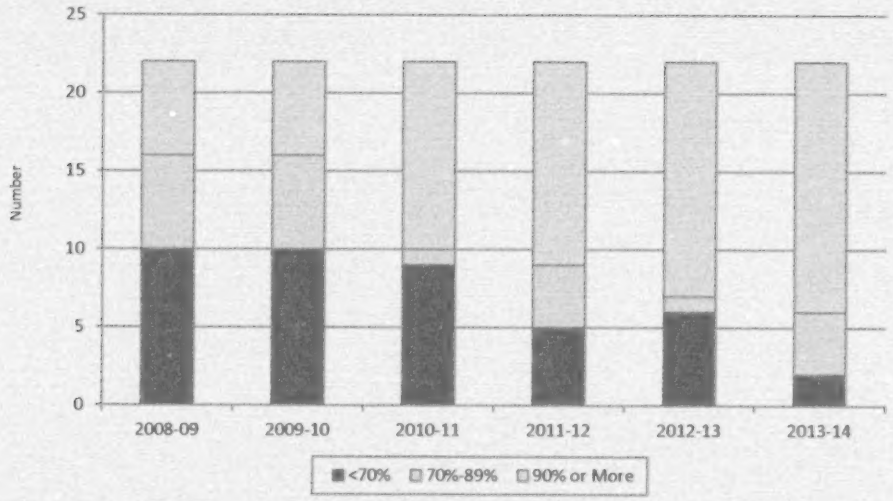
Public Housing Rent Collection
2008-09 to 2013-14



Collection rates reached 97% for public housing in 2013-14 with almost $6.4 million in rent collected. Rent collection rates have continued to improve from the low of 71% in 2008-09.

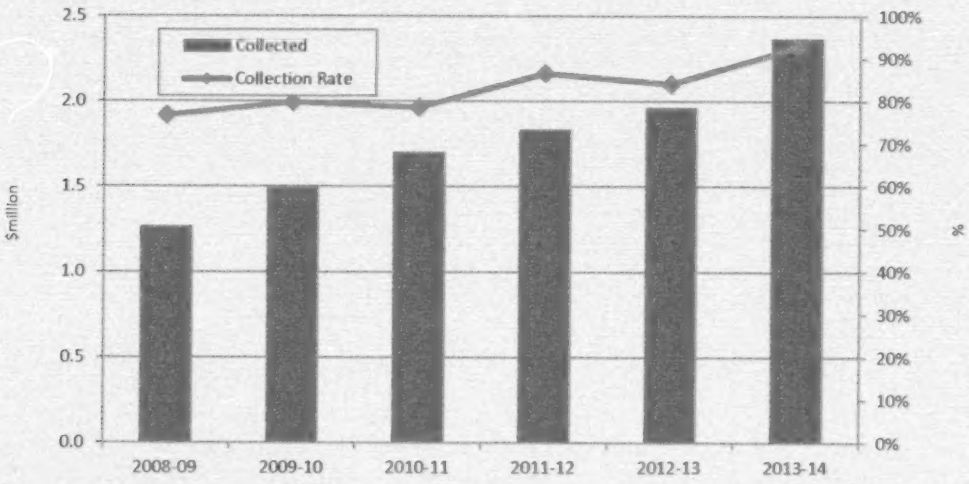
The improved collection rates overall are reflected in the results by LHO. Only two LHOs had collection rates under 70% in 2013-14, compared with 10 LHOs under 70% in 2008-09. At the other end of the spectrum, 16 LHOs had rent collection over 90% in 2013-14 compared with 6 in 2008-09.

Local Housing Organizations, by Collection Rate
2008-09 to 2013-14



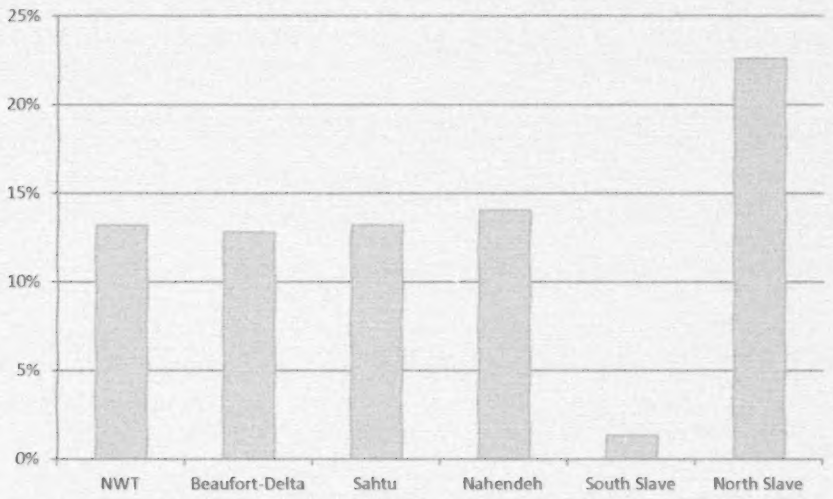
Collection rates for affordable housing units have also seen increases with a 93% collection rate in 2013-14 and total rent collected at $2.4 million. Rental revenues for affordable housing units have been increasing as the HELP program was introduced. The increased use of units for either the HELP program or market rentals contributed to the overall revenue increase for 2013-14.

Affordable Housing Rent Collection
2008-09 to 2013-14



An area of focus for the collection activity will be tenants with very high arrears. On March 31, 2014 there were 286 tenants with arrears of more than $5,000 living in public housing. This represents 13% of all units. In order to ensure fairness and equity across the system, attention will be paid to these tenants to ensure that they enter re-payment plans and live up to their lease agreement.

Percentage of Public Housing Tenants with More than $5,000 Arrears
March 31, 2014



Over time it would be expected that by addressing these situations and being more vigilant in not having tenants build up such high arrears, that this indicator would decline.

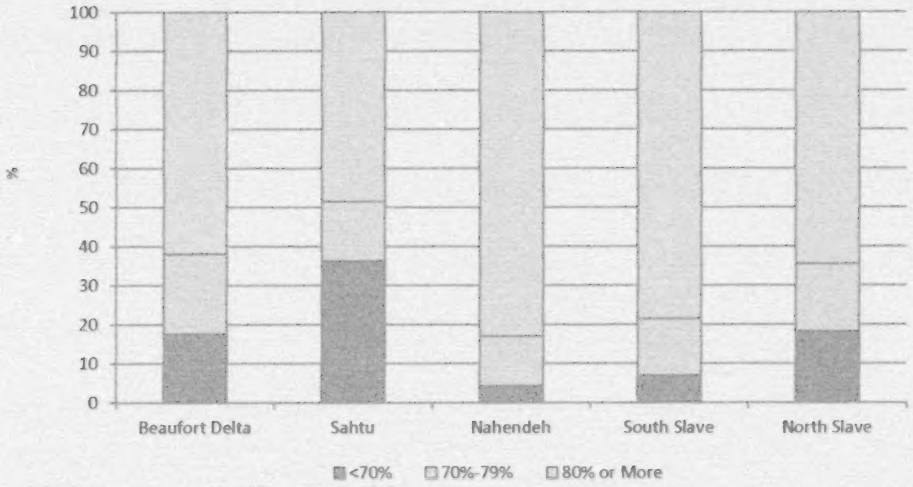
Measure 2 – Maintaining Housing Assets

A second critical performance area related to Community Housing Services is related to maintaining our assets. The NWTHC requires that condition ratings are completed on all units on an annual basis. These condition ratings provide important information needed for capital planning and information for maintenance activities. In addition, the condition ratings provide a mechanism for reporting on the overall condition of our stock.

Condition ratings completed in late 2013-14 indicate that overall 17% of the NWTHC housing stock had a condition rating under 70%. Units with a condition rating under 70% are closely considered for the capital plan. A result under 70% likely indicates a number of housing components are in need of major repair or replacement.

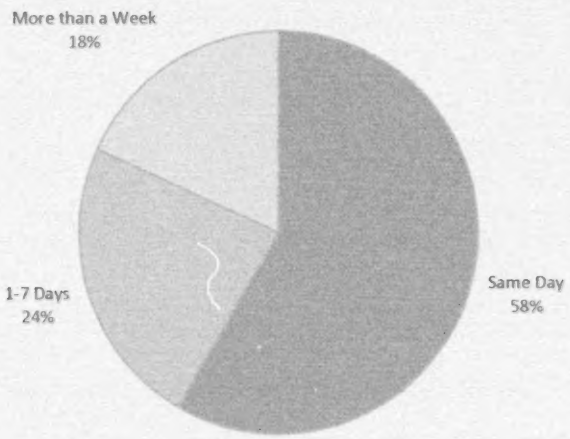
There are 83% of the NWTHC housing units with a condition rating over 70%. This is broken down into 17% between 70% and 79% and 66% with a condition rating over 80%. Units between 70% and 79% typically have a number of maintenance issues or may have a component that needs repairs or replacement. Units over 80% normally just have maintenance issues.

NWTHC Housing Condition Rating, by District
March 31, 2014



As noted previously the implementation of the Webworks maintenance management system also provides opportunity for the development of performance indicators related to maintaining our housing assets. While it is expected to take some time for the system usage to be stabilized, one indicator that will be considered relates to the timeliness of response to maintenance issues.

Housing Maintenance Work Orders, by Time to Complete
April - June, 2014



APPENDICES

Northwest Territories Housing Corporation

Appendix I - Financial Information

Schedule 1 - Operations Expense Summary

Schedule 2 - Explanantion of Proposed Adjustments to Operations Expenses in 2015-16

Schedule 3 - Major Revenue Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 4 - Proposed Adjustments to Grants, Contributions & Transfers: 2014-15 Main Estimates to 2015-16 Business Plan

Appendix II - Human Resources Reconciliation

Schedule 1 - Position Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 2 - Human Resources Statistics

Appendix III - Infrastructure Investments

Operations Expense Summary

Schedule 1

(thousands of dollars)

	2014-15 Main Estimates	PROPOSED ADJUSTMENTS						2015-16 Business Plan
		Sunsets	Initiatives	* Forced Growth	Internal Transfers	** Inter-Departmental Transfers and Other Adjustments	Amortization	
Executive								
Presidents Office	566	-	-	17	-	-	-	583
Strategic Planning Policy & Communications	772	-	-	24	-	(124)	-	672
	1,338	-	-	41	-	(124)	-	1,255
Finance & Infrastructure Services								
Vice Presidents Office	312	-	-	11	3	-	-	326
Finance & Administration	14,807	-	-	69	25	(158)	-	14,743
Financial Planning	357	-	-	11	(94)	-	-	274
Information Services	1,170	-	-	32	(8)	-	-	1,194
Infrastructure Services	2,361	-	-	71	120	-	179	2,731
	19,007	-	-	194	46	(158)	179	19,268
Programs & District Operations								
Vice Presidents Office	423	-	-	13	-	-	-	436
Program Development & Implementation	1,081	-	-	30	-	-	-	1,111
North Slave District	7,608	-	-	42	127	(70)	304	8,011
South Slave District	5,809	-	-	54	(51)	(70)	(134)	5,608
Nahendeh District	3,744	-	-	34	(12)	(70)	128	3,824
Sahtu District	4,904	-	-	50	(76)	(70)	197	5,005
Beaufort Delta	7,768	-	-	41	(47)	(88)	542	8,216
	31,337	-	-	264	(59)	(368)	1,037	32,211
Community Housing Services								
Grants & Contributions	20,580	(250)	-	393	(603)	-	-	20,120
Electrical Power	8,983	-	-	577	104	-	-	9,664
Heating Fuel	9,081	-	-	173	260	-	-	9,514
Water & Sanitation	6,842			-	97	-	-	6,939
Rent Supplement Leasing	4,357	-	-	-	(355)	-	-	4,002
CHS Office & Warehouse Leases	-	-	-	-	464	-	-	464
CHS Audit Costs	367	-	-	-	25	-	-	392
Property Taxes & land Leases	1,688	-	-	-	(18)	-	-	1,670
	51,898	(250)	-	1,143	(26)	-	-	52,765
TOTAL OPERATIONS EXPENSE	103,580	(250)	-	1,642	(39)	(650)	1,216	105,499
Capital Acquisition Plan	38,150	(1,100)	700	-	(1,900)	-	-	35,850
TOTAL DEPARTMENT	141,730	(1,350)	700	1,642	(1,939)	(650)	1,216	141,349
Total Revenue	141,730	(1,350)	700	1,642	(1,939)	(650)	1,216	141,349
Surplus/(Deficit)	-	-	-	-	-	-	-	-

(thousands of dollars)

	Explanation of Proposed Adjustments	PROPOSED ADJUSTMENTS					
		Sunsets	Initiatives	* Forced Growth	Internal Transfers	** Inter-Departmental Transfers and Other Adjustments	Amortization
Executive							
Presidents Office	Collective Bargaining	-	-	17	-	-	-
Strategic Planning Policy & Communications	Collective Bargaining	-	-	24	-	-	-
	Delete Senior Policy Analyst	-	-	-	-	(124)	-
		-	-	41	-	(124)	-
Finance & Infrastructure Services							
Vice Presidents Office	Collective Bargaining	-	-	11	-	-	-
	Compensation & Benefits adjustment	-	-	-	3	-	-
Finance & Administration	Collective Bargaining	-	-	44	-	(8)	-
	Office Lease increase	-	-	25	-	-	-
	Transfer Finance Officer	-	-	-	86	-	-
	Compensation & Benefits adjustment	-	-	-	(37)	-	-
	CMHC Unilateral Program adjustments	-	-	-	(155)	-	-
	Establish Housing 1st Model	-	-	-	150		
	Reduce Transitional Rent Supplement	-	-	-	-	(150)	-
	Debt Repayment	-	-	-	(19)	-	-
Financial Planning	Collective Bargaining	-	-	11	-	-	-
	Compensation & Benefits adjustment	-	-	-	(8)	-	-
	Transfer Finance Officer	-	-	-	(86)	-	-
Information Services	Collective Bargaining	-	-	32	-	-	-
	Compensation & Benefits adjustment	-	-	-	(8)	-	-
Infrastructure Services	Collective Bargaining	-	-	71	-	-	-
	Compensation & Benefits adjustment	-	-	-	69	-	-
	Land lease savings to Survey Costs	-	-	-	51	-	-
	Amortization adjustment	-	-	-	-	-	179
		-	-	194	46	(158)	179
Programs & District Operations							
Vice Presidents Office	Collective Bargaining	-	-	13	-	-	-
Program Development &	Collective Bargaining	-	-	30	-	-	-
North Slave District	Collective Bargaining	-	-	43	-	-	-
	Office Lease decrease	-	-	(1)	-	-	-
	Compensation & Benefits adjustment	-	-	-	67	-	-
	New AHI Units under administration	-	-	-	53	-	-
	Duty Travel increase	-	-	-	5	-	-
	Fund .5 LHO positions	-	-	-	(56)	-	-
	Investment Revenue reduction	-	-	-	(50)	-	-
	Debt Repayment	-	-	-	(3)	-	-
	Transfers between Programs & Districts	-	-	-	114	-	-
	Reduce CARE Major	-	-	-	-	(70)	-
	Amortization adjustment	-	-	-	-	-	304
South Slave District	Collective Bargaining	-	-	48	-	-	-
	Office Lease increase	-	-	6	-	-	-
	Compensation & Benefits adjustment	-	-	-	25	-	-
	New AHI Units under administration	-	-	-	53	-	-
	Duty Travel increase	-	-	-	5	-	-
	Fund .5 LHO positions	-	-	-	(56)	-	-
	Investment Revenue reduction	-	-	-	(50)	-	-
	Transfers between Programs & Districts	-	-	-	(25)	-	-
	Reduce CARE Major	-	-	-	-	(70)	-
	Amortization adjustment	-	-	-	-	-	(134)
Nahendeh District	Collective Bargaining	-	-	29	-	-	-
	Office Lease increase	-	-	5	-	-	-
	Compensation & Benefits adjustment	-	-	-	22	-	-
	New AHI Units under administration	-	-	-	53	-	-
	Duty Travel increase	-	-	-	5	-	-
	Fund .5 LHO positions	-	-	-	(56)	-	-
	Investment Revenue reduction	-	-	-	(50)	-	-
	Transfers between Programs & Districts	-	-	-	18	-	-
	Reduce CARE Major	-	-	-	-	(70)	-
	Amortization adjustment	-	-	-	-	-	128
Sahtu District	Collective Bargaining	-	-	32	-	-	-
	Office Lease increase	-	-	18	-	-	-
	Compensation & Benefits adjustment	-	-	-	41	-	-
	New AHI Units under administration	-	-	-	53	-	-
	Duty Travel increase	-	-	-	5	-	-
	Fund .5 LHO positions	-	-	-	(56)	-	-
	Investment Revenue reduction	-	-	-	(50)	-	-
	Transfers between Programs & Districts	-	-	-	(65)	-	-
	Reduce CARE Major	-	-	-	-	(70)	-
	Amortization adjustment	-	-	-	-	-	197

Explanation of Proposed Adjustments to Operations Expenses in 2015-16

Schedule 2

(thousands of dollars)

		PROPOSED ADJUSTMENTS					
	Explanation of Proposed Adjustments	Sunsets	Initiatives	* Forced Growth	Internal Transfers	** Inter-Departmental Transfers and Other Adjustments	Amortization
Beaufort Delta District	Collective Bargaining	-	-	46	-	-	-
	Office Lease decrease	-	-	(5)	-	-	-
	Compensation & Benefits adjustment	-	-	-	30	-	-
	New AHI Units under administration	-	-	-	53	-	-
	Duty Travel increase	-	-	-	5	-	-
	Fund .5 LHO positions	-	-	-	(57)	-	-
	Investment Revenue reduction	-	-	-	(50)	-	-
	Transfers between Programs & Districts	-	-	-	(42)	-	-
	Reduce CARE Major	-	-	-	-	(88)	-
	Amortization adjustment	-	-	-	-	-	542
		-	-	264	(59)	(368)	1,037
Community Housing Services							
Grants & Contributions	Deficit Funding - LHO Capacity Building	(250)	-	-	-	-	-
	Collective Bargaining	-	-	393	-	-	-
	New AHI Units under administration	-	-	-	30	-	-
	Fund 2.5 LHO positions	-	-	-	281	-	-
	Transfer Private Landlord LHO Office & Warehouse Leases	-	-	-	(464)	-	-
	Cancel NWTHC Warehouse Leases with LHOs	-	-	-	(450)	-	-
Electrical Power	Rate Increases	-	-	577	-	-	-
	Convert Rent Supplement leases to owned PH	-	-	-	104	-	-
Heating Fuel	Rate Increases	-	-	173	-	-	-
	Convert Rent Supplement leases to owned PH	-	-	-	138	-	-
	New AHI Units under administration	-	-	-	122	-	-
Water & Sanitation	Convert Rent Supplement leases to owned PH	-	-	-	97	-	-
Rent Supplement Leasing	Convert Rent Supplement leases to owned PH	-	-	-	(355)	-	-
CHS Office & Warehouse Lease	Transfer LHO Office & Warehouse Leases	-	-	-	464	-	-
CHS Audit Costs	Increased Audit & Travel Costs	-	-	-	25	-	-
Property Tax & Land Leases	New AHI Units under administration	-	-	-	17	-	-
	Land lease savings to Survey Costs	-	-	-	(51)	-	-
	Convert Rent Supplement leases to owned PH	-	-	-	16	-	-
		(250)	-	1,143	(26)	-	-
TOTAL OPERATIONS EXPENSE		(250)	-	1,642	(39)	(650)	1,216
Capital Acquisition Plan		(1,100)	700	-	(1,900)	-	-
TOTAL DEPARTMENT		(1,350)	700	1,642	(1,939)	(650)	1,216
Total Revenue		(1,350)	700	1,642	(1,939)	(650)	1,216
Surplus/(Deficit)		-	-	-	-	-	-

Major Revenue Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 3

(thousands of dollars)

	2014-15 Main Estimates	2015-16 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases that are 10% or Greater
		PROPOSED ADJUSTMENTS			
CORPORATE REVENUES					
CMHC AHI & Renovation Programs	1,840	1,840	-	0.0%	
CMHC Recoveries Capital Improvements	1,468	1,456	(12)	-0.8%	
CMHC Recoveries Unilateral Programs	3,918	3,918	-	0.0%	
CMHC Recoveries O&M Programs	9,922	10,100	178	1.8%	
CMHC Recoveries Debt Repayment	5,055	5,033	(22)	-0.4%	
Sale of Housing & Other Recoveries	1,800	1,845	45	2.5%	
CHS Rent Revenue	7,807	8,441	634	8.1%	
Other O&M Revenue	1,200	950	(250)	-20.8%	Investment Revenue reduction
Lease Revenue	875	425	(450)	-51.4%	Cancel NWTHC Warehouse Leases with LHOs
Deferred Capital	11,175	9,275	(1,900)	-17.0%	Revised investment in Capital
Non Cash Item - Amortization	13,188	14,404	1,216	9.2%	
GNWT Contribution	83,482	83,662	180	0.2%	
Total Revenue	**141,730**	**141,349**	**(381)**	**-0.3%**	

Proposed Adjustments to Grants, Contributions and Transfers: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 4

(thousands of dollars)

	Explanation of Proposed Adjustments	2014-15 Main Estimates	PROPOSED ADJUSTMENTS					2015-16 Business Plan
			Sunsets	Initiatives	* Forced Growth	Internal Transfers	Inter-Departmental Transfers and Other Adjustments	
Finance & Infrastructure Services								
Federal & Territorial 3rd Party	Reduce Interest Rate Reserve	**2,675**	-	-	-	(50)	-	**2,520**
	Loan recovery Inukshuk Co-op		-	-	-	45	-	
	Fund Housing 1st Model		-	-	-	(150)	-	
Rental Housing in Rural & Remote		**783**	-	-	-	-	-	**783**
Non Residential Building Operations	Expired contribution to Nurses residence Behchoko	**443**	-	-	-	(51)	-	**392**
Transitional Rent Supplement Program	Reduce Transitional Rent Supplement	**1,050**	-	-	-	-	(150)	**900**
Homelessness Fund	Establish Housing 1st Model	**705**	-	-	-	150	-	**855**
		5,656	-	-	-	**(56)**	**(150)**	**5,450**
Programs & District Operations								
Maintenance & Improvement	New AHI Units under administration	**1,688**	-	-	-	265	-	**1,669**
	Fund 2.5 LHO positions		-	-	-	(281)	-	
	Investment Revenue reduction		-	-	-	(250)	-	
	Debt Repayment		-	-	-	(3)	-	
	Transfers between Programs and Districts		-	-	-	250	-	
PATH		**510**	-	-	-	-	-	**510**
CARE Major	Transfers between Programs and Districts	**5,028**	-	-	-	(250)	-	**4,410**
	Reduce CARE Major						(368)	
CARE Preventative Maintenance		**872**	-	-	-	-	-	**872**
SAFE		**1,160**	-	-	-	-	-	**1,160**
		9,258	-	-	-	**(269)**	**(368)**	**8,621**
Community Housing Services								
Administration	Collective Bargaining	**7,522**	-	-	182	-	-	**7,609**
	Fund 2.5 LHO positions		-	-	-	281	-	
	Transfer Private Landlord LHO Office Leases		-	-	-	(376)	-	
Maintenance	Collective Bargaining	**11,948**	-	-	193	-	-	**11,633**
	New AHI Units under administration		-	-	-	30	-	
	Cancel NWTHC Warehouse Leases with LHOs		-	-	-	(450)	-	
	Transfer Private Landlord Warehouse Leases		-	-	-	(88)	-	
Apprentices	Collective Bargaining	**733**	-	-	18	-	-	**751**
Deficit Funding	Deficit Funding - LHO Capacity Building	**250**	(250)	-	-	-	-	**-**
Training & Support Workshops		**127**		-	-	-	-	**127**
		20,580	**(250)**	-	**393**	**(603)**	-	**20,120**
TOTAL DEPARTMENT		**35,494**	**(250)**	-	**393**	**(928)**	**(518)**	**34,191**

Position Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 1

	REGION / AREA							
Community	Yellowknife / HQ	North Slave	Tli Cho	South Slave	Deh Cho	Sahtu	Beaufort-Delta	TOTAL
2014-15 Main Estimates	60	12	-	14	8	9	15	118
Restatements	-	-	-	-	-	-	-	-
2014-15 Restated Main Estimates	60	12	-	14	8	9	15	118
Sunsets	-	-	-	-	-	-	-	-
Initiatives	-	-	-	-	-	-	-	-
Forced Growth	-	-	-	-	-	-	-	-
Internal Transfers								
Administrative Assistant	(1)	-	-	-	-	-	-	(1)
Construction Manager (Decentralization - Inuvik)	(1)	-	-	-	-	-	1	-
	(2)	-	-	-	-	-	1	(1)
Interdepartmental Transfers and Other Adjustments								
Senior Policy Officer (Expenditure Reduction)	(1)	-	-	-	-	-	-	(1)
	(1)	-	-	-	-	-	-	(1)
Increase (decrease)	(3)	-	-	-	-	-	1	(2)
Total 2015-16 Business Plan	57	12	-	14	8	9	16	116

Human Resources Statistics

Schedule 2

	2014-15	%	2013-14	%	2012-13	%	2011-12	%
All Employees	**101**	**100.0%**	**98**	**100.0%**	**101**	**100.0%**	**104**	**100.0%**
Indigenous Employees								
Aboriginal	35	34.7%	34	34.7%	38	37.6%	40	38.5%
Non-Aboriginal	41	40.6%	36	36.7%	27	26.7%	27	26.0%
Non-Indigenous Employees	25	24.8%	28	28.6%	36	35.6%	37	35.6%
Male	46	45.5%	46	46.9%	45	44.6%	52	50.0%
Female	55	54.5%	52	53.1%	56	55.4%	52	50.0%
Senior Management	**10**	**9.9%**	**10**	**10.2%**	**10**	**9.9%**	**10**	**9.6%**
Indigenous Employees								
Aboriginal	4	40.0%	2	20.0%	3	30.0%	2	20.0%
Non-Aboriginal	4	40.0%	6	60.0%	6	60.0%	5	50.0%
Non-Indigenous Employees	2	20.0%	2	20.0%	1	10.0%	3	30.0%
Male	6	60.0%	8	80.0%	7	70.0%	7	70.0%
Female	4	40.0%	2	20.0%	3	30.0%	3	30.0%
Non-Traditional Occupations	**15**	**14.9%**	**14**	**14.3%**	**18**	**17.8%**	**19**	**18.3%**
Indigenous Employees								
Aboriginal	3	20.0%	3	21.4%	4	22.2%	4	21.1%
Non-Aboriginal	5	33.3%	4	28.6%	4	22.2%	4	21.1%
Non-Indigenous Employees	7	46.7%	7	50.0%	10	55.6%	11	57.9%
Male	13	86.7%	12	85.7%	16	88.9%	17	89.5%
Female	2	13.3%	2	14.3%	2	11.1%	2	10.5%

	Total	New & Repl. Housing	Retrofits	New Market Rentals	Energy	Computer & Mobile Equipment
2015-16						
NWT	35,850	12,990	14,160	7,625	700	375
Beaufort Delta	11,898	6,100	4,800	848	150	-
Sahtu	5,994	1,100	2,300	2,544	50	-
Nahendeh	2,713	1,100	615	848	150	-
South Slave	5,990	1,240	2,905	1,695	150	-
North Slave	8,880	3,450	3,540	1,690	200	-
Headquarters	375	-	-	-	-	375
2014-15						
NWT	38,150	17,300	12,150	7,625	700	375
Beaufort Delta	12,800	6,300	3,500	2,700	300	-
Sahtu	7,120	3,600	2,470	900	150	-
Nahendeh	5,745	3,950	520	1,125	150	-
South Slave	5,133	1,000	3,133	900	100	-
North Slave	5,702	2,450	2,127	1,125	-	-
Headquarters	1,650	-	400	875	-	375

New and Replacement Housing Includes:

- New Seniors Independent Living Facilities in Fort McPherson, Fort Good Hope, and Wha T
- Replacement of Joe Greenland Centre in Aklavik
- 2 New Public Housing Units for Jean Marie River, Wrigley, Wekweeti, Colville Lake, and Lutsel K'e
- Replacement of Sydney Apartments in Inuvik

Retrofits over the 2 year period reflect the usual capital plan and an additional $10 million in targeted investments to improve public housing quality.

New Market Rentals are part of the 3 year plan to add 100 market rentals across the smaller NWT communities.

Mobile Equipment is for vehicles for the LHOs and the NWTHC. Computer investment is for evergreening desktop and laptop workstations, network servers and data storage.